

Analysis of Work Culture and SWOT on Employee Performance at the Language School of the National Police Education and Training Institution

¹ Yuni Puji Rahayu, ² Zaharuddin, ³ Kemal Taufik

^{1,2,3} Fakultas Manajemen dan Bisnis Universitas Mitra Bangsa

Email: yuni.pujirahayu1@gmail.com, zaharudddin1964@yahoo.co.id, kemaltaufik.1007@gmail.com

Article Info	ABSTRACT
Keywords: Work Culture, SWOT and Work Quality.	Three important aspects that influence performance and effectiveness at Sebas Lemdiklat Polri are as follows: work culture analysis, SWOT analysis, and employee quality. The research objectives are as follows: To analyze work culture, analyze SWOT in realizing the quality of effective and efficient employee performance and to analyze what factors influence the quality of employee performance at the National Police Education and Training Language School of the Republic of Indonesia. The research used in this research uses interpretive qualitative research methods with a single case study research strategy. This research explores the work culture at Sebas Lemdiklat Polri, which includes the values, norms and practices implemented in the organization. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is used to identify the strengths, weaknesses, opportunities and threats faced by Sebas Lemdiklat POLRI. The results of this analysis provide a comprehensive picture of the organization's strategic position, and help in better planning and decision making. This research analyzes factors that influence employee quality, such as training, motivation, and work environment. A strong work culture, comprehensive SWOT analysis, and improving the quality of employees are key factors in achieving the organizational goals of Sebas Lemdiklat Polri. It is hoped that the recommendations resulting from this research will help Sebas Lemdiklat Polri in developing effective strategies to improve performance and achieve long-term success.
This is an open access article under the CC BY license	Corresponding Author: Yuni Puji Rahayu E-mail: yuni.pujirahayu1@gmail.com



INTRODUCTION

The success of an organization or institution is closely tied to the quality of its human resources. In any institution, the superior quality of its human resources becomes a source of pride and serves as a key asset in advancing the institution. This is also true within police institutions, where high-quality human resources are essential for the progress of the National Police. However, at the

research site, there has been an observed phenomenon of low work motivation among members of the Sebasa Lemdiklat Polri.

The implementation of work culture within the National Police is integral to efforts aimed at improving performance and realizing the organization's vision, mission, and goals. Implementing a work culture carries deep significance, as it seeks to change the attitudes and behaviors of employees in order to enhance productivity and meet future challenges. The values inherent in a work culture, when adhered to by employees, can drive work quality and productivity. However, changing the mindset and entrenched work habits of long-serving personnel to align with a new work culture that promotes high performance is not easy. Leadership plays a vital role in implementing work culture within an organization. Through exemplary leadership and collective commitment, it is hoped that employees will develop a strong sense of ownership toward their organization's culture.

The success of the National Police's strategic plans for 2020-2024 hinges on achieving excellence by ensuring public satisfaction with the police's performance as protectors, caregivers, community servants, law enforcers, and maintainers of public order and safety. In the realm of police education and training, however, the current implementation of the National Police's education system has not been fully integrated. There are issues such as unaccredited standards for training and education, and the National Police's educational programs are not yet competitive at the regional or international levels.

Sebasa Lemdiklat Polri, as an educational unit under Lemdiklat Polri, has strategic programs based on the grand strategy of the National Police's Education and Training Institution. This grand strategy is divided into three phases. Phase I (2010-2014) focuses on implementing an integrated and competency-based education system, Phase II (2015-2019) emphasizes a technology and information-based education system, and Phase III (2020-2024) focuses on modernizing the National Police's education system to achieve world-class standards.

The Language School of Lemdiklat Polri is one of the main operational units under Lemdiklat Polri, tasked with providing specialized foreign language education and training for police personnel. To fulfill its primary duties, Sebasa Lemdiklat Polri carries out several key functions, including planning educational and training programs, preparing foreign language curricula and teaching materials, developing the skills of teaching staff, and maintaining the overall professional development of the personnel and students at the school.

Schools are expected to have programs or activities that equip students with the competencies needed to excel in both academic and non-academic fields, while also fostering the development of character, personality, and discipline. Schools, as educational institutions, are no longer just places for transferring knowledge but also play a significant role in shaping attitudes, behaviors, and leadership

qualities in young people. Research by Rokhman, Hum, and Syaifudin (2014) suggests that character education reflects fundamental values and that these values should be nurtured in younger generations through education to build a better future for the nation.

Character education can enhance discipline in schools, which is crucial because character affects how individuals make decisions throughout their lives. Consistent with this idea, Zamroni (Saifulloh, Muhibbin, & Hermanto, 2012) explains that character education provides guidelines for daily life and decision-making. Further, Handayani & Indartono (2016) state that a positive school culture must be cultivated by empowering all members of the school, which is one of the critical factors influencing the successful implementation of character education.

SWOT analysis is a tool used to systematically identify various factors to formulate company strategies. It operates on the logic of maximizing strengths and opportunities while minimizing weaknesses and threats. SWOT analysis helps in the development of visions, objectives, strategies, and policies. It can also be used as a framework for discussions to evaluate alternative strategies in government decision-making processes.

Human resources play a central role in the success of an organization. To ensure that management activities run smoothly, organizations must have employees with high knowledge and skills, as well as a strong effort to optimize company operations, leading to improved employee performance. According to Afandi (2018), performance is the result of work achieved by an individual or group in an organization, which aligns with their responsibilities and contributes to the organization's goals without violating the law or ethical standards. Good performance is performance that meets organizational standards and supports the achievement of organizational objectives.

Improved employee performance brings advancement to the organization. Therefore, efforts to enhance employee performance are a serious challenge for management, as the success of the organization's vision and mission depends on the quality of its human resources. High employee performance is highly desired, and the more employees that perform well, the higher the overall productivity of the organization. This, in turn, enhances the institution's educational services and its ability to compete globally.

Employees are expected to complete their tasks and responsibilities effectively and efficiently. The success of employees is often measured through annual performance evaluations conducted by the institution. Job satisfaction, which reflects employees' feelings toward their jobs, plays a crucial role in managing human resources. It is expressed through positive attitudes toward work and the tasks assigned.

Human resources are the most important asset of any organization. Therefore, serious attention must be given to their development so that organizational goals can be achieved both in the short and long term. One key objective of organizations in human resource development is to enhance employee performance, enabling them to complete tasks according to their roles and positions. Based on these considerations, the author is interested in exploring the relationship between work culture, SWOT, and employee performance at the Language School of the National Police Education and Training Institution.

METHOD

The research employs a qualitative interpretive method with a single case study strategy. The objective is to analyze work culture, SWOT, and their role in achieving effective and efficient employee performance, the challenges encountered, solutions to overcome them, and factors influencing the quality of employee performance at Sebas Lemdiklat Polri. The qualitative data consists of descriptive information in the form of words, not measured on a numerical scale.

This study is not designed to test theory, but rather to describe the experiences within the Sebas Lemdiklat Polri regarding work culture and SWOT in achieving effective and efficient employee performance, addressing challenges, and identifying influencing factors.

Data collection is carried out through interviews, observation, and document/library research. Interviews are a two-way communication process to exchange information and ideas, where the interviewer collects information from the interviewee. Observation allows the researcher to gather data through direct observation of tasks and activities in the research environment. Document/library research involves gathering secondary data from various sources such as documents, literature, and journals, both internal and external, to support the research.

Once the data is collected, the analysis is conducted by organizing the data systematically. This includes synthesizing data from interviews, observations, and field notes into categories, identifying patterns, selecting relevant data, and drawing conclusions to be shared with others. The aim of this analysis is to make the data comprehensible and provide a clear understanding of the research findings.

RESULTS AND DISCUSSION

This research aims to describe the experiences within the Sebas Lemdiklat Polri unit, particularly focusing on the implementation of work culture, the SWOT analysis in achieving effective and efficient employee performance, the challenges faced, strategies to overcome these challenges, and the various factors influencing the quality of employee performance. Unlike a theoretical examination, this study emphasizes real-world observations and analysis of the Sebas Lemdiklat Polri environment.

Factors Influencing Employee Quality at Sebas Lemdiklat Polri

Employee quality plays a crucial role in determining the effectiveness and efficiency of an organization, particularly in law enforcement institutions such as the Indonesian National Police (Polri). The quality of personnel at Polri is not only defined by technical and physical abilities but also by a wide range of other factors, including education, training, organizational culture, the work environment, and internal policies and management systems. Each of these elements contributes to shaping an employee's ability to perform optimally within the institution.

Competence, Ability, and Knowledge

The competence, abilities, and knowledge possessed by personnel are key determinants of employee performance. Individuals who have the right skills and expertise are better positioned to complete their tasks accurately and efficiently. In law enforcement, these competencies extend beyond basic job functions to include knowledge of legal frameworks, technical abilities in investigative procedures, and proficiency in handling complex policing tasks. This begins with the recruitment and selection processes, which play a critical role in ensuring that only qualified candidates join Polri. A rigorous and transparent recruitment process, which includes background checks, physical and mental health assessments, intellectual and psychological evaluations, helps in maintaining a high standard of competency among recruits.

At Sebas Lemdiklat Polri, the recruitment of new personnel is a systematic process that involves coordination between the HR department and Polri's central headquarters. Each year, Sebas Lemdiklat Polri requests new members to fill teaching roles and operator positions for various applications. Over the past three years, the institution has consistently received new Polri officers to

staff its different departments. However, there has been no new intake for civilian staff (PNS) due to the absence of civil service recruitment within Polri during this period.

Once new members are recruited, they undergo a detailed orientation process. This includes rotating through various departments to assess their abilities and interests. During this period, the new recruits are also interviewed by psychologists to evaluate their personalities, skills, and preferences. Following the orientation, a placement board convenes to assign the new members to appropriate roles based on an analysis of their performance and interviews. This structured approach ensures that personnel are placed in roles that align with their competencies and interests, which in turn enhances the overall quality of work.

Training and Development

Training and development are critical in shaping the competencies of Polri personnel. Sebas Lemdiklat Polri offers a wide range of training programs aimed at enhancing the skills of its staff. These programs not only focus on basic law enforcement duties but also include specialized training for foreign language instructors and other niche roles within the institution. Training programs such as the Training of Trainers (TOT), micro-teaching, and language proficiency courses like IELTS, TOEFL, and DELF ensure that personnel are equipped with the necessary skills to perform their duties effectively.

The Training of Trainers (TOT) program, for instance, aims to improve the teaching abilities of instructors, ensuring they are well-prepared to train others. TOT is not limited to new trainers; even experienced trainers participate to refresh and update their skills in line with the latest developments in teaching and training methodologies. This continual improvement process ensures that trainers are not only capable but also adaptable to the evolving demands of their roles.

Similarly, micro-teaching is used to prepare future educators for real-world classroom environments. By simulating teaching scenarios with small groups of students, prospective educators can hone their teaching techniques, focusing on pedagogical, professional, personal, and social competencies. This method ensures that new instructors are well-prepared to engage with students and convey complex material effectively. Through micro-teaching, instructors develop confidence and refine their teaching strategies before stepping into larger, more formal educational settings.

Sebas Lemdiklat Polri also provides training on creating teaching materials. Instructors are taught how to design educational content that aligns with curriculum standards and meets the needs of

students. By developing high-quality teaching materials, instructors can help students grasp difficult concepts more easily, thereby enhancing the overall learning experience. Additionally, the development of specialized foreign language dictionaries for Polri-specific terminology further aids in this educational process, enabling both instructors and students to understand and use critical language skills in practical law enforcement scenarios.

Technological training is another important aspect of employee development at Sebas Lemdiklat Polri. Instructors are trained in the use of educational technology to make classroom instruction more interactive and engaging. By incorporating digital tools such as quizzes, role-playing activities, and gamified learning experiences, instructors can foster greater student participation and make the learning process more enjoyable.

Language proficiency is a key competency at Sebas Lemdiklat Polri, given its focus on foreign language instruction. Personnel undergo rigorous language training, which includes certification programs such as IELTS, TOEFL, and other proficiency tests in languages like French, Chinese, Japanese, and Arabic. These programs ensure that instructors are not only fluent in the languages they teach but also certified at internationally recognized levels, making them competent to train Polri officers for international missions and assignments.

Human Resource Planning

Human resource planning is an essential part of ensuring that Sebas Lemdiklat Polri operates efficiently. HR planning helps in managing workforce requirements, particularly as older employees near retirement. Over the past three years, the finance department, for instance, has implemented a strategy to request new personnel to replace staff members approaching retirement age. This proactive approach ensures continuity and helps manage the increasing workload in departments such as finance, which now handles multiple applications.

HR planning is also critical in filling gaps in administrative roles. Sebas Lemdiklat Polri has identified shortages in positions such as administrative assistants and operators, particularly among lower-ranking Polri members and civilian staff. By addressing these gaps, the institution aims to ensure that all operational and administrative functions are fully staffed, contributing to the smooth operation of the organization.

Organizational Culture

The organizational culture at Polri plays a significant role in shaping employee behavior and attitudes. A strong work culture that emphasizes discipline, professionalism, integrity, and ethical behavior leads to higher employee quality. Polri's culture also encourages teamwork, solidarity, and effective communication, which are essential for maintaining high performance. By fostering a sense of belonging and commitment to the organization's mission, this culture helps employees stay motivated and focused on achieving their goals.

Leadership and Management

Effective leadership and management are key to improving employee quality at Sebas Lemdiklat Polri. Competent leaders inspire their subordinates to perform well by setting clear examples of professionalism and integrity. Leadership at Sebas Lemdiklat Polri is also characterized by a commitment to innovation, particularly in the use of technology. The institution's leadership has embraced digital platforms such as web learning to enhance training and education. This initiative has allowed Sebas Lemdiklat Polri to expand its reach, offering language courses and webinars to a broader audience, including Polri members across Indonesia and even the general public.

The leadership's focus on innovation is evident in the development of web-based learning programs that incorporate webinars and online language instruction. These programs have been conducted multiple times since 2020, covering a range of languages such as English, French, Japanese, Mandarin, Arabic, and Korean. By leveraging technology, Sebas Lemdiklat Polri has not only enhanced the quality of its education programs but also made them accessible to a wider audience.

Work Environment

A conducive work environment is critical for enhancing employee quality. The work environment at Sebas Lemdiklat Polri is designed to support employee well-being, with many personnel living in close proximity to the workplace. This allows employees to maintain a healthy work-life balance, reducing commute times and enabling them to spend more time with their families. The availability of adequate facilities, a safe and comfortable working environment, and moral and psychological support from colleagues and supervisors contribute to higher employee motivation and productivity.

Motivation, Loyalty, and Commitment

Motivation, loyalty, and commitment are essential factors that drive employee performance. A fair and transparent performance evaluation system helps in identifying employees' strengths and weaknesses, offering constructive feedback for self-improvement. Employees who feel valued and recognized for their contributions are more likely to stay committed to their roles and strive for excellence.

Career advancement opportunities also play a significant role in motivating employees. Polri offers various career development paths, allowing employees to pursue higher positions and further their education. At Sebas Lemdiklat Polri, many employees have excelled in language proficiency, enabling them to pass international selection tests and secure assignments abroad. As a result, a number of Sebas Lemdiklat Polri employees are currently serving in international roles or pursuing academic opportunities overseas.

In conclusion, the quality of employees at Sebas Lemdiklat Polri is influenced by multiple interconnected factors. These include recruitment processes, training and development programs, human resource planning, organizational culture, leadership, the work environment, and opportunities for career advancement. By addressing each of these factors, Sebas Lemdiklat Polri can ensure that its personnel are equipped to meet the challenges of their roles and contribute to the success of the institution.

List Of Names Of Assignment Employees And Civil Servant Schools At Sebas Police Education And Training College

NO	NAME	RANK	POSITION	ASSIGNMENT
1.	MA Triza, SIP	Akbp	Head of Education and Training Division	IPO Assignment
2.	Janter S. Manalu, SE, MH	Akbp	National Police Education and Training Institute's Officers Sebas	IPO Assignment
3.	Sigit Jatmiko, S.Pd.	Police Commissioner	National Police Education and Training Institute's Officers Sebas	IPO Assignment

4.	Sekar Arum Garnitasari, S.HUM.	Police Commissioner	The National Police Education and Training Institute's Basic Staff (BKO BIN)	Assignment at BIN
5.	Siti Roniyah, M.PD.	Police Commissioner	National Police Education and Training Institute's Sebasa Officer	Spri Dutch Ambassador
6.	The horns of the descending SS	AKP	Subbagrenmin Paurum	FPU Instructor
7.	As Maheso Seto Kinasih, SS, MA	AKP	First Girl	IPO Assignment
8.	Rasmawar, S.HUM	Inspector	Pamin Renprog Urren Subbagrenmin	Hajj Security
9.	Sarmadi, S.M.	Ipda	Paminpalang Urlog subbagrenmin	IPO Assignment
10.	Rifan Maghrizza, S.PD.	Ipda	Education and Training Management Sub-Division of Education and Training Division of Education and Training Division	Translator
11.	Akhmad Rifai, SS, MA	Aipda	Gadik Advanced Implementation	Translator
12.	RM.	Brigadier	Banum Bin Gadik Baggadik	Schools in China
13.	Muhammad Satria Fauzan	Brigadier	Banum Pers Ur Sdm subbagrenmin	FPU
14.	Joseph Niki Syahrizal	Brigadier	Banum Faskon Urlog Subbagrenmin	FPU
15.	Niken Hapsari, SS	Mentor	Head of Sub-Division of Baggadik Education	Translator

Source: Sebasa National Police Education and Training Institute

The quality of employees in the Indonesian National Police is influenced by various interrelated factors, starting from the recruitment and selection process, education and training, organizational culture, leadership and management, work environment, assessment and reward systems, career development opportunities, to the adoption of technology and innovation. By paying attention to and optimizing these factors, Sebasa Lemdiklat Polri can ensure that its employees have high competence, integrity, and motivation in carrying out their duties.

This will ultimately improve the organization's performance in producing professional Polri/PNS personnel who are able to communicate in foreign languages (internationally) in order to

carry out tasks both at home and abroad, thus becoming part of a world-class community. (world class community) which has international standards . At the opening ceremony Foreign Language Specialization Education and Development (Dikbangspes) Wave I of the 2024 Academic Year in his speech, Brigadier General Pol. Dr. Susilo Teguh Raharjo, M.Si. emphasized the importance of foreign language proficiency in the current era of globalization. He said that foreign languages are key in supporting the Chief of Police's precision program and in preventing criminal acts involving foreign nationals.

Foreign language skills for Polri personnel are very important in the current era of globalization. Foreign languages are key in supporting the Kapolri's precision program, especially in establishing international cooperation and preventing criminal acts involving foreign nationals.

CONCLUSION

Employees at Sebas Lemdiklat Polri exhibit high levels of discipline, which serves as a fundamental aspect of maintaining order and justice. The hierarchical organizational structure, with a strong emphasis on compliance and respect for superiors, is a dominant feature in the work culture. Integrity and strong work ethics are highly emphasized, and teamwork plays a crucial role in many responsibilities at Sebas Lemdiklat Polri, highlighting the importance of collaboration and effective communication.

The SWOT analysis reveals several strategic strengths and opportunities. Sebas Lemdiklat Polri sends its top-performing personnel and students, particularly those with foreign language skills, to participate in international assignments, external postings, and overseas academic scholarships. Another creative breakthrough is the opening of foreign language classes for the general public, as well as expanding foreign language learning opportunities to general police officers, beyond the previous focus on tourism police, marine police, and Brimob officers.

In terms of strategic weaknesses and opportunities, Sebas Lemdiklat Polri annually develops a human resource plan by proposing the recruitment of new Polri officers (fresh graduates) to fill vacant positions based on their competencies. The institution also submits proposals, with the help of consultants, to secure additional budgets for improving infrastructure. Moreover, efforts are made to collaborate with external institutions to obtain grants or additional funding for enhancing the educational facilities at Sebas Lemdiklat Polri.

The strategic strengths and threats in the SWOT analysis highlight the need to maximize promotion efforts through social media platforms like Instagram, Facebook, YouTube, and TikTok, using trending hashtags and topics. Additionally, Polri leadership provides support and ease for officers to participate in specialized training programs (Dikbangspes), ensuring that participants are not assigned any additional tasks during the training to allow them to focus fully.

To address strategic weaknesses and threats, it is necessary to increase the socialization of the Dikbangspes programs down to the Polsek level, thereby giving more Polri members the opportunity to participate. Health examination results should be attached as part of the documentation for applicants in these training programs. Furthermore, coordination regarding the administrative processes for international participants must be improved to ensure their timely arrival at Sebas Lemdiklat Polri.

There are substantial career development opportunities for both Polri officers and civilian employees at Sebas Lemdiklat Polri, including access to scholarships, training, and assignments both within and outside Polri, as well as internationally. These opportunities contribute to the professional growth and development of personnel, enhancing their competencies and career prospects.

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